

## OneSC Phase 2: Introduction

### Decker Email #1

The Office of Science (SC) began a new era on March 20, 2005, the date it completed Phase 1 of the OneSC Project, a major restructuring of its Headquarters and Field organization, and officially reorganized under the OneSC framework. Over the next several weeks, I'd like to share with you details regarding the next steps for OneSC in a series of emails similar to this one.

This email briefly reviews where we have been so far with OneSC, where we plan to go, and also introduces the Phase 2 management team. While much of this information may be "old news" to many of you, I thought a brief review would be helpful since it has been quite some time since you have received information regarding OneSC from either Ray Orbach or me.

First, a brief recap of Phase 1. I'd like to begin by reminding you of the OneSC objectives as they were stated in the Project Plan at the beginning of Phase 1:

1. produce a streamlined organization optimized to accomplish the Office of Science mission,
2. take unnecessary work out of the system,
3. enable the Federal workforce to be more productive,
4. support improved laboratory contractor performance, and
5. ultimately drive down the cost of doing business in SC's Federal and contractor facilities.

The first objective to produce a streamlined organization was achieved when SC officially launched its new complex-wide organization structure last March. Phase 1's principal products were a revised organization structure with improved organizational alignment and reporting relationships as well as a clear set of integrated roles, responsibilities, accountabilities, and authorities for all SC organizations.

Phase 1, however, provided only the structure— the framework— upon which the new SC organization could be built. Now the hard part begins— implementing the results of Phase 1 in such a way as to make that new structure, or more accurately, the new SC organization, work as effectively and efficiently as possible. The overall objective of Phase 2 is simply to implement the results of Phase 1, and in doing so, maximize the achievement of the remaining four OneSC objectives.

So what's next? Let me remind you of the vision that Ray articulated for Phase 2 when he announced the blueprint for our new organization structure in April 2004:

*"Phase 1 gives coherence to our **structure**, by integrating SC Headquarters, the Site Offices, and our Integrated Support Center. Phase 2 will bring coherence to our **performance**, ultimately seamlessly linking Headquarters, the Program Offices, the Site Offices, the Integrated Support Center, and our laboratories to accomplish our science mission."*

Accordingly, Ray has set three overarching goals to guide our efforts to both achieve his vision for “coherence to our performance” and for deploying the OneSC structure:

**Goal 1: Be “best in class” in delivering high quality science; contract/technical management; and business, administrative, and technical support.**

**Goal 2: Integrate science and operations.**

**Goal 3: Create one “corporation” from 12 geographic and culturally diverse sites.**

These simply-stated goals give us all a means for clearly focusing on putting OneSC to work during this next year. They will guide us to achieve the “coherence” that Ray speaks of - coherence of science, programs, and operations. In achieving coherence, SC will cease being a disparate collection of offices consolidated into a new organization structure, scientific program development and management will no longer be isolated from the execution and implementation of SC’s science programs, and there will be consistency in the way business processes are conducted throughout SC. I will speak more about these goals and how they will be achieved in subsequent emails.

In the interests of keeping this email relatively short, I’ll close by telling you that the management structure for Phase 2 is now largely in place. Ray has asked me to provide executive leadership to the Project by serving as the OneSC Program Manager. Camille Torquato, who played a key role in Phase 1, will serve as my Deputy. Both Camille and I are working closely with Don Erbschloe regarding all aspects of Phase 2 activities. Jeff Roberts of our Chicago Office has been detailed to my office to serve as the Phase 2 Project Director. Jeff is responsible for managing all Phase 2 reengineering activities; Jeff’s Deputy Project Director is Barbara Brower of our Oak Ridge Office. Jeff and Barbara have assembled a team consisting of representatives from across the SC complex. Members of the Phase 2 Integrated Project Team can be found on the SC website at [www.screstruct.doe.gov](http://www.screstruct.doe.gov).

You will hear from me shortly regarding additional information on our Phase 2 goals. Please watch for my upcoming emails and for other information releases on the OneSC website.

Have an enjoyable and safe Memorial Day.

James Decker  
Principal Deputy Director/OneSC Program Manager